

CRITERIA AND PROCESSES OF HANDLING CUSTOMER COMPLAINT IN FACILITY MANAGEMENT

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DEDICATION

**Specially dedicated to my beloved mother, my wife, sons and daughter for your
unlimited love, support, aspiration, patience and understanding.....**

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ABSTRACT

Handling customer complaint is one of an important activity in delivering Facility Management services. Facility Management main elements are people, place, process and technology. Dealing with people is the most challenging part as different people may have different need, different background, different character and different level of expectation. This study is aimed with two objectives; first, to identify the criteria and secondly, to identify what are the processes involve in handling customer complaint. The importance of this study is crucial if the Facility Management Services is outsourced in order to benefit the added value while enable the related agency to focus to its main core business. In this study, a sample of criteria is obtained from a certified process of one of Facility Management Service Provider in Malaysia. The work order form that has been established indicates that certain information is important to be taken so that it can be analysed at the end of the day. The processes of handling customer complaint are also taken from the same organisation, with some more processes identified from literature. The finding indicates that 90 percent of the criteria are acceptable, while all 100 percent of the processes are also acceptable. This means that the organisation has successfully identified important criteria and processes in handling customer complaint which may be applicable to other organisation without many changes.

ABSTRAK

Mengendalikan aduan pelanggan adalah salah satu aktiviti penting di dalam penyampaian Perkhidmatan Pengurusan Fasiliti. Elemen utama di dalam Pengurusan Fasiliti adalah orang, tempat, pemprosesan dan teknologi. Berurusan dengan orang adalah sangat mencabar kerana setiap orang mempunyai keperluan yang berbeza, berlainan latarbelakang, bermacam ragam, karakter dan mempunyai tahap kepuasan yang berbeza. Kajian ini memberi tumpuan kepada dua matlamat; pertamanya, untuk mengenalpasti kriteria dan keduanya, untuk mengenalpasti apakah proses-proses yang terlibat di dalam mengendalikan aduan pelanggan. Kepentingan kajian ini semakin ketara sekiranya Perkhidmatan Pengurusan Fasiliti itu disumberluarkan dalam usaha mendapatkan faedah tambahan kepada sesuatu agensi atau organisasi untuk memberikan fokus kepada bisnes utamanya. Di dalam kajian ini, contoh kriteria didapati dari proses yang telah diiktiraf oleh salah sebuah penyedia perkhidmatan Pengurusan Fasiliti di Malaysia. Borang arahan kerja memerlukan maklumat tertentu untuk dicatatkan supaya analisa boleh dibuat kelak. Proses mengendalikan aduan pelanggan juga dikenalpasti daripada organisasi yang sama, dengan beberapa perkara dikenalpasti dari literatur. Hasil kajian menunjukkan bahawa 90 peratus daripada kriteria organisasi ini diterima oleh organisasi yang berlainan, sementara 100 peratus proses pengendalian aduan pelanggannya juga diterima pakai. Ini bermakna organisasi tersebut telah berjaya mengenalpasti kriteria penting dan proses pengendalian aduan pelanggan yang boleh digunapakai di organisasi yang lain.

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LIST OF ABBREVIATIONS

CIDB	- Construction Industries Development Board
FM	- Facility Management
IFMA	- International Facility Management Association

LIST OF APPENDICES

APPENDIX	TITLE
A	Questionnaires Survey Form
B	Work Order Form
C	Procedure of Handling Customer Complaint

CHAPTER 1

1 INTRODUCTION

1.1 OVERVIEW

Facility Management is defined as “a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, processes and technology.” (International Facility Management Association-IFMA). The four important elements are people, place, process and technology. People mean the entire stakeholder in the place such user, customer, worker and anybody that related to the built environment.

In this study, we will observe how the complaint process which involve people handling the complaint which will be monitored in performance management. The time taken to resolve the complaint is an important element in handling complaint process while technology can be used to help in recording and analysing the process. The place will refer to the built environment where the facility management is practiced.

1.2 PROBLEM STATEMENT

Handling customer complaint is one of important activity in Facility Management. Facility management main elements as defined above are people, process, place and technology. In this study, people will be more focused to customer. Dealing with people is the most challenging element. People or customer in this case, may present in many ways with different need, different background, different character and different level of expectation. In Facility Management industry, it is common for a service provider to have different kind of customer in one roof or within the same built environment.

A multipurpose mall or complexes may consists of office blocks, commercial area, public zone and even government office or outlet. Being a facility management service provider in this scenario may have to face all different kind of business need, different organisation, from different culture, different expectation and different expectation. For example a bank may require faster response time than an office in case there is a failure in power supply. So, in handling their complaint, each customer may have different priority to attend when attending to their complaint. The issue is what would be the criteria of handling customer complaint which can be used that will suit all different types of customer. Secondly, using these criteria, how to manage the complaint with different need, character, requirement, environment and core business within an organisation. Stauss (2004) found that “the satisfaction with complaint handling is the satisfaction of that customer who complains with the service provider’s response to the complaint.”

In handling customer complaint process, work order will be generated in order to manage the complaint. Information will be gathered from the complainant such as what the complaint is all about, how the complaint is received, where is it made and when it occurs will be recorded as much as possible so that adequate information can be obtained. Gathering information is crucial in order to respond effectively and efficiently finally to solve and to close the complaints. Recording

such complaint is also important for traceability should any repeated complaint or subsequent or related complaint is received.

In the work order process, time could be an essence. Time is recorded and used to measure the performance of the action taken to resolve complains, which mean handling the customer or user need. However, Terentis (2002) has found that “only a limited number of studies have empirically examined the strategic state of complaint-handling procedures of companies operating in consumer markets and those that have are usually limited to one service or product (e.g. financial services). Little is known about retail management procedures for dealing with complaining customers across various types of service providers.”

In summary, the problem faced by facility management service provider in handling customer complaint from multipurpose complex leads to the following research questions:

1. What are the common criteria to measure the performance of handling customer complaint?
2. What will be the suitable processes to manage the customer complaint with different character of customer?

1.3 OBJECTIVE OF STUDY

The objectives of the study are:

1. To identify the criteria to measure the performance in handling customer compliant process.
2. To identify the process involved in handling customer complaint.

1.4 SCOPE OF STUDY, LIMITATION AND INTENDED BENEFIT

This study will limit the scope to the criteria in handling the customer complaint and its processes that can be used in general by all organisations which are operating in different environment for different type of customer and expectation. It is important to ensure the criteria of handling customer complaint are aimed to meet customer satisfaction which will address the need of the customer, which finally will contribute to the overall performance in managing the built environment.

The study will also limit the process of handling customer complaint is found out. The most common practices suggested by practitioners or by literatures shall be tested in the survey exercise is important to understand how different character and different need of users will response to the suggested criteria and processes.

1.5 METHODOLOGY

1.5.1 Stage 1: Literature Review

A comprehensive review of the relevant literature will be undertaken in order to develop thorough understanding about the customer perspective in facility management, customer complaint relation to customer satisfaction, criteria and processes in handling customer complaint. Secondary sources of data comprising journals, books, research papers, periodicals and publications will be used to research on the theoretical aspects of the subject.

The purpose of reviewing published literatures performance monitoring is to develop the sharing knowledge on how others have done with the related subject.

1.5.2 Stage 2: Data collection

Primary data will be collected by way of structured questionnaire surveys and interview sessions. This approach may yield some useful hypotheses about perceived or experience the service.

Structured questionnaire will be sent to different key stakeholders in Asset & Facility Management in Malaysia from building owners, asset managers, facility management service providers, service contractors and end users. The purpose is to establish their experience in the process of handling customer complaint and identify their expectation on improvement on the criteria.

The evaluation and analysis of the survey feedbacks are then used to:

- identify respondent profile;
- measure the level of understanding in Asset & Facility Management;
- identify common measurement criteria in Handling Customer Complaint;
- identify the expectation from the process from different stakeholder;
- identify the gap between the practice and the expectation from different stakeholders;
- recommend for improvement and develop common criteria that fit the Malaysian environment for public buildings.

1.5.3 Stage 3: Data Analysis

Findings from the survey questionnaires will be gathered and evaluated to get results between expectation and performance criteria in the case study. These data will be analysed and concluded at this stage.

In essence, this paper will be comprised proven management theories, coupled with experience and knowledge of people who come from different angle, especially the end user, building owner, asset manager and facility management service provider. This will allow for creation of criteria in performance management that well accepted and benefit the need of both owners and facility management service provider and on how these differ.

1.5.4 Stage 4: Conclusion and Recommendation

This stage comprises the conclusion of the study and later on provides recommendations in order to improve on the subject studies.

1.6 CHAPTER STRUCTURE

The Chapter in this study is intended to be arranged as the following:

CHAPTER 1 : INTRODUCTION

1.1 Introduction

1.2 Problem statement

1.3 Objective of study

1.4 Scope of study, limitation and intended benefit

1.5 Methodology

1.6 Chapter Structure

CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

2.2 Customer perspective in facility management

2.3 Overview of customer complaint and customer satisfaction

2.4 Factors influencing the criteria of complaint

2.5 Identify the criteria of handling customer complaint

2.6 Identify the process of handling customer complaint

2.7 Summary

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

3.2 Literature Review

3.3 Primary Resources

3.4 Secondary Resources

3.5 Reference Guides

CHAPTER 4 : ANALYSIS AND FINDINGS

4.1 Introduction

4.2 Sample analysis

4.3 Data analysis

4.4 Summary

CHAPTER 5 : CONCLUSION AND RECOMMENDATION

5.1 Key finding and conclusion

5.2 Recommendation

5.3 Limitation of this study & future research

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